

**Contours of Agile adoption across Organizational Management Layers**

Combo #	Senior Mgt	Middle mgt	'Junior' level	Typical organizational Characteristics	Organizational Change needed to implement Agile
1				Typically seen in 'inflexible' traditional organizations, who prefer long range planning and a linear implementation approach	More a matter of time before competition / rate of change overwhelm such organizations to adopt Agile. Lack of competition/ Authority to regulate / 'low industry velocity' can hinder the rate of change.
2				More a common phenomenon. 'Hands-on implementers' tend to catch Agile concepts quickly and use it in their projects/ work.	Adoption of 'Bottom-up' change management models (such as Peter Senge's) will work better here. Until the Agile change adoption reaches a critical mass amongst mid-management, it could face a steep acceptance challenge.
3				Not a common phenomenon. Unless the mid-management gets enthused by 'success stories' from their peers in organizations adopting Agile.	This combination is ideal for propagating Agile mindset in a sustained manner. In many cases, middle management soaks in as an 'invisible' barrier to hinder change. If this resistance gets melted, it is a catalyst for quicker change adoption.
4				Typical characteristic of an organization – where the CEO (or a similar C level executive) gets to hear about success of Agile adoption from Business journals/ Conferences and the like and are enthusiastic to apply in their companies.	Here the intent is to be matched with sustained commitment/ action plans to change the culture and ways of working. Else, Agile can become another fad/ 'flavour of the month'. This combination though is a 'fertile' field for Agile Consultants !

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5				More a mature organization in Agile adoption	Unless the senior management is convinced about Agile way of working, there is a risk of relapsing back to 'conventional methods' of working/ lack of sustained funding for Agile adoption.
6				This is a curious combination where the Change is initiated 'Top-down' as well as 'Bottom-up' – sandwiched by Middle management resistance	More 'culture change' initiatives to be taken to break down the resistance of middle management, (who may be more concerned about their power, position and eroding authority). Unless the middle-management attitude gets changed, it can bulwark any sustained Agile adoption.
7				Not a likely phenomenon. Unless there is a change due to mergers and acquisitions of mature Agile organizations with non-mature ones.	It is typically easier to change the mindset to adopt agile ways of working at the 'Junior' level. Roles/ responsibilities/ incentives have to be redesigned appropriately to accelerate this adoption.
8				'Utopia' Most likely seen in product development companies in IT/ R & D sectors/ verticals. Gains will be more for service delivery oriented organizations .	Sustaining the agile adoption at this high maturity level can be a challenge. Change in senior management can upset this equilibrium, if they come from traditional mindsets.